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Guidelines for the CS Senior Seminar

I Charter and Concept

An operations course for senior officers of the Clandestine Services with core emphasis on all aspects of operations management. Primarily concerned with the contemporary problems of the CS, its operations, organization, plans, and effectiveness in operational environments frequently confronted with changes in U. S. policy and changing operational conditions abroad.

DDP wants a professionally considered and stimulating feedback on current problems and requirements bearing on CS operational concepts, procedures, programs, etc. The DDP plans to levy a variety of seminar-oriented requirements on participants for their consideration, evaluation, and recommendations.

It is hoped that the course would develop eventually into a Senior School for the Clandestine Services.

II Scope and Content

The course will encompass all activities of the CS with heavy emphasis on Headquarters (Branch level and above) and Field Station management of resources -- personnel, money, and materiel. (CMB Note: Obviously, this suggests the danger of overlap with the COS Seminar.) The DDP wants the seminar to emphasize the need for sound management principles as applied to operations. He also wants the seminar to consider improvements and advancements in trade-craft; the role of the CS in its relationship to the DDI and U. S. Government policy matters; PPB and its effect on CS activities, particularly in the decision-making process.

Course should be designed to permit an in depth probe into current and vital CS problems and requirements through lively, objective, and open discussion in a seminar environment. There should be a healthy and vigorous input by the senior CS staffs and the Divisions into such a course.

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Course should consider improvements and advances in trade-craft and technical (TSD) procedures and their impact or affect on current operations.

Course should cover the role of the Agency and, in particular, the Intelligence Directorate, in shaping U.S. policy.

III Objectives

A. to gain an understanding of the more meaningful and current operations management problems of the CS with emphasis on problems related to tradecraft and related technical procedures. Of particular importance is an understanding of new techniques and tradecraft procedures and their application in present day requirements.

B. To gain an understanding of the most current political, social, economic, scientific and psychological trends influencing operational and planning decisions at headquarters and overseas stations.

C. To broaden the outlook of the student through examining the mission of the CS and its interrelationship with other Agency Directorates and members of the Intelligence Community.

D. To gain an understanding and working knowledge of the Planning, Programming and Budgeting requirements and procedures of the CS as related to management decisions in the CS for both short and long range allocation funds, personnel and material.

E. To gain an understanding of the Intelligence Community and its interrelationship, the responsibilities of the various Agencies and their respective roles in the decision making process in support of U.S. Foreign Policy; specific emphasis will be placed on the role of Agency in shaping U.S. policy, in particular the Intelligence Directorate.

F. To utilize an experienced body of assembled senior CS officers to examine, evaluate and report upon current CS problems, plans and procedures as requested by the DDP.

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G. To permit the senior CS officer to inventory his own deficiencies and capabilities as a manager of operations, assess his growth potential in the presence of his contemporaries, and provide a period in the career of a senior officer during which he can reflect on past experiences, broaden his outlook through a critical study of current CS operational problems and improve his capability to respond to new and additional responsibility and challenge.

IV Course Structure and Method

Should be along Seminar lines similar to the Senior Management Grid Course. The primary instruction technique should be the seminar group or team, meeting and working in response to lectures by instructors, senior Agency officials, and distinguished speakers from the Intelligence Community. The course should have the characteristics of a senior school for senior officers.

Lectures would be complemented by required reading and research on specific subjects.

The CS will insert into the course a variety of operational problems, current and past case histories and specific items of CS interest for discussion and resolution with a required feedback to the DDP.

Each student will be required to prepare a paper on an assigned operations topic bearing on a current CS problem or requirement having policy implications. The paper will be evaluated by the class, the instructor staff, and will be forwarded, if appropriate, to the senior CS staff concerned for review and comment for submission to the DDP.

It is estimated that the course will be six to eight weeks in length. It will be held at Headquarters and at

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The class will consist of 25 - 30 students of grade GS-14 and above with requisite Headquarters and Field experience.

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